

COMMONWEALTH OF VIRGINIA

2003 AGENCY INFORMATION TECHNOLOGY

STRATEGIC PLANNING GUIDANCE

2004 – 2006 BIENNIUM

Issued

By

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INFORMATION TECHNOLOGY STRATEGIC PLANNING GUIDANCE

2004 – 2006 Budget Biennium

Section I – Introduction

This document provides an overview of the Agency IT Strategic Planning process, guidance on strategic directions for technology in the Commonwealth, and specific instructions for plan submission. Appendices are provided that outline the certification process for Agency IT Strategic Plans, a description of the Commonwealth policy on technology management and IT strategic planning process, and links to information that may facilitate agency IT strategic planning.

Overview

The Information Technology Strategic Planning (ITSP) process for the 2004-2006 Budget Biennium is based on guidance issued over the last year by the Secretary of Technology, the current Commonwealth of Virginia Strategic Plan for Technology, the Commonwealth Technology Management Policy, and the Commonwealth Enterprise Architecture. The planning process has been streamlined for agencies through an abbreviated submission of ITSP data focused on planned projects, planned procurements, and updates to the agency technology assets (Due Diligence) portfolio.

The IT Strategic Plan information will be submitted in three parts with completion dates established for each submission.

- Part I of the plan focuses on agency strategic goals, critical issues, the agency strategic IT vision and Major IT Projects and procurements that will support agency business goals and critical issues.
- Part II of the plan focuses on Non-major projects and procurements. (Institutions of higher education with decentralized procurement authority are exempt from Part II of the ITSP.)
- Part III of the plan entails updating of agency asset information previously submitted through the Due Diligence Process. (All institutions of higher education are exempt from Part III of the ITSP.)

All proposed or continuing projects with expenditures planned for the next biennium, regardless of funding source, should be identified in the Agency IT Strategic Plan. Project proposals providing more detailed information will be solicited for planned projects requiring funding during the 2004-2006 Budget Biennium. Additional information may be requested on continuing projects.

Agency Heads are requested to appoint an individual as the Agency IT Resource and to certify the submission of the Agency IT Strategic Plan information. A web-based Commonwealth Technology Portfolio (CTP) will be provided to support the submission of Agency IT Strategic Plans.

Commonwealth of Virginia Strategic Plan for Technology

Governor Mark R. Warner and Secretary of Technology George C. Newstrom released the *"Virginia in The Global Digital Economy: Commonwealth of Virginia Strategic Plan for Technology"* on September 25, 2002. The full strategic plan addresses Governor Warner's technology imperatives, Secretary Newstrom's initiatives to support those imperatives, and specific agency projects, which implement the initiatives. Highlights of the plan call for:

- Consolidating information technology infrastructure and providing centralized IT services from one single state agency;
- Coordinating and developing a unified "customer-facing" Internet portal for all state agencies which can be used to conduct business with citizens online — without ever involving paper in the process;
- Planning, budgeting, and tracking IT expenditures by developing a capital planning and funding process for IT;
- Increasing federal research and development funding to industry and Virginia's colleges and universities;
- Increasing commercialization of intellectual property from Virginia's labs, entrepreneurs, and institutions of higher education; and
- Increasing statewide broadband deployment, especially in rural areas.

The full strategic plan and a separate 34 page executive summary of the highlights can be found on the [Secretary of Technology Web site](#).

Commonwealth Technology Management

The Commonwealth Technology Management (CTM) Policy was issued in September 2002 to establish a comprehensive and uniform policy for the management of technology investments in the Commonwealth of Virginia (COV). The CTM approach is based on the principles of IT Investment Management (ITIM) for selecting, controlling, and evaluating IT investments. An overview of the CTM approach for ITIM-based IT Strategic Planning is provided in Appendix A.

Virginia Information Technologies Agencies Legislation Overview

Senate Bill 1247 and House Bill 1926, passed during the 2003 legislative session, establishes the Virginia Information Technologies Agency (VITA) to replace the Department of Information Technology (DIT), the Department of Technology Planning (DTP), and the Virginia Information Provider Network (VIPNet) Authority, which are abolished. In addition, the bill establishes the Information Technology Investment Board (ITIB) to oversee the planning, budgeting, acquiring, and managing of major information technology projects in the State. The VITA legislation will become effective July 1, 2003. Under the bill an independent Chief Information Officer (CIO) of the State, hired by the IT Investment Board, will lead VITA. The bill (1) establishes the Division of Project Management within the VITA to assist the CIO in the development and implementation of a project management methodology to be used in the planning and development of information technology projects; (2) establishes a project planning, development and approval process for major information technology projects; (3) authorizes the Virginia Public Building Authority to issue debt to finance major information technology projects; and (4) provides for the consolidation of the procurement and operational functions of information technology for state agencies. The bill also provides an implementation schedule for the consolidation of operational functions, including but not limited to, servers and networks.

The current *Code of Virginia* and the VITA legislation require all state agencies and public institutions of higher education to prepare and submit information technology plans to the CIO for review and approval. All state agencies and public institutions of higher education shall maintain current information technology plans that have been approved by the CIO. Both current *Code of Virginia* and the VITA legislation also require the CIO to “*Direct the development of policies and procedures, in consultation with the Department of Planning and Budget, that are integrated into the Commonwealth's strategic planning and performance budgeting processes, and that state agencies and public institutions of higher education shall follow in developing information technology plans and technology-related budget requests.*”

VITA legislation further states:

- “*Such policies and procedures shall require consideration of the contribution of current and proposed technology expenditures to the support of agency and institution priority functional activities, as well as current and future operating expenses, and shall be utilized by all state agencies and public institutions of higher education in preparing budget requests.*”
- VITA will “*Assist state agencies and public institutions of higher education in the development of information management plans and the preparation of budget requests for information technology that are consistent with the policies and procedures developed pursuant to § 2.2-2002.*” and
- VITA will “*Review information management and information technology plans submitted by agencies and public institutions of higher education and recommend to the CIO the approval of such plans and any amendments thereto;*”

Activities performed by DTP referenced within this document will be performed by VITA after enactment of the legislation. (The complete text of the current VITA legislation is available at

the Legislative Information System website <http://leg1.state.va.us/cgi-bin/legp504.exe?031+ful+CHAP1021>).

The Agency IT Strategic Planning process and schedule recognizes that agency IT strategic planning will take place concurrently with the implementation of the new VITA legislation. Dates established in the VITA legislation for actions by the IT Investment Board have been addressed in the schedule for the Agency IT Strategic Planning process. As VITA legislation is implemented, individual Service Level Agreements will be executed between agencies and VITA. Until individual agreements are established with each agency, agencies will continue to operate as they do now. Agency plans should therefore be based on the current technology environment and identify all planned agency technology projects and procurements for the two year planning period. Agencies should develop plans without regard to changes that may result from the implementation of VITA legislation.

Agency IT Resource

As in the past, each Agency Head is requested to identify a person to DTP to serve as the agency single point of contact for the purpose of agency IT strategic planning. As recommended by JLARC, the new VITA Legislation requires *“The head of each state agency shall designate an existing employee to be the agency's information technology resource who shall be responsible for compliance with the procedures, policies, and guidelines established by the (Commonwealth) CIO.”* For this IT Strategic Planning cycle, the Agency IT Resource (AITS) will serve as the single point of contact with DTP for Agency IT Strategic Plan information and will coordinate completion of the plan and ITSP certification by the Agency Head. The Agency IT Resource will also be the single point of accountability and liaison with VITA on such activities as the following:

- VITA transition activities
- Development and administration of the VITA Service Level Agreement
- VITA training activities
- Agency data collection efforts and submissions
- Timely dissemination of VITA information to agency staff
- On-going compliance with established technology procedures, policies, and guidelines.

Based on the division of technology responsibilities between VITA and line agencies indicated in VITA legislation, it is important that each agency AITS be the individual who will most consistently serve as the interface between the agency's technology support needs and VITA support offerings.

The Agency Head is asked to notify DTP at sotech@ntp.state.va.us with the AITS name, title, and contact information no later than April 14, 2003. Once the AITS has been named, login information for accessing the Commonwealth Technology Portfolio (CTP) website will be sent to the designated AITS.

Key Dates

ACTION	COMPLETION DATE
Agency IT Resource Appointed	April 14
Agency receives ID's, Passwords, and Access to the Commonwealth Technology Portfolio	April 15-16
Agency IT Strategic Planning User Training	April 16-18
Agency ITSP Part I Due – Agency Profile, Agency Strategic Direction, and Major IT Projects and Procurements	May 21
Agency Input of Major IT Project Proposals into Projects Portfolio Begins	June 6
Agency ITSP Part II Due - Agency Non-Major IT Projects and Procurements	June 13
Agency ITSP Part III Input Begins - Agency Updates to Asset Portfolio	June 16
Agency Input of Major IT Project Proposals into Projects Portfolio Due	June 27
Agency ITSP Part III Due - Agency Updates to Asset Portfolio	July 2
Agency ITSP Certification Due	July 11
Agency ITSP Reviews and Approvals Completed	July 18
Major IT Projects List to SoTech/CIO and Governor for Review	July 21
Major IT Projects List to IT Investment Board (Tentative)	July 25
Agency Input of Non-Major IT Project Proposals into Projects Portfolio Due	August 1
CIO/IT Investment Board Approval of Major IT Projects List	August 8
Draft Major IT Projects Report to SoTech and Governor for Review	August 22
Final Major IT Projects Report to Governor and General Assembly	September 1
Non-Major IT Project Proposals Approvals Completed	September 15

Evaluation Criteria

Agency IT Strategic Plans Evaluation and Approval

The Department of Technology Planning, on behalf of the Secretary of Technology, will review all Agency IT Strategic Plans for:

- Completeness
- Adherence to planning guidance
- Compatibility with the Commonwealth of Virginia Strategic Plan for Technology
- Compatibility with Enterprise Architecture standards

The Agency Head must approve, via the certification process, the Agency IT Strategic Plan. Once the Agency Head has certified the plan, the plan will be sent to the proponent Secretary for review and signature, before submission to the Secretary of Technology. Based upon plan reviews, the Department of Technology Planning will provide an approval recommendation to the Secretary of Technology. Cabinet Secretaries and the Department of Technology Planning will also review Agency IT Strategic Plans to identify potential programs or projects that should be designated as Secretariat enterprise technology programs.

The Secretary of Technology will approve or disapprove all Agency IT Strategic Plans. An approved IT Strategic Plan must be maintained on file with the Department of Technology Planning. Approved plans will establish a reference for the Department of Technology Planning to validate agency technology investments and planned procurement and project requests. The Department of Technology Planning will work with agencies to revise and resubmit plans that are disapproved by the Secretary of Technology.

Project Evaluation Criteria - Major IT Projects Evaluation Criteria

Agencies are asked to identify all planned Major IT Projects, including telecommunications projects, as part of the Agency IT Strategic Plan. The definition of Major IT Projects within the Commonwealth has evolved over time. The VITA legislation states: *"Major information technology project" means any state agency information technology project that (i) is mission-critical, (ii) has statewide application, or (iii) has a total estimated cost of more than \$1 million.*" Since the IT Strategic Planning process spans the transition from the current operational environment to VITA and the IT Investment Board, a project proposal detailing the business case for Major IT Projects must be recommended by the CIO for approval by the newly established IT Investment Board. In order to support the strategic planning process through the transition, the definition of Major IT Projects contained in the VITA legislation has been adopted for this planning cycle and should serve as the guide for agency identification of Major IT Projects in the Agency IT Strategic Plan. All Major IT Projects requiring any expenditure of funds during the two-year planning period must be identified in the Agency IT Strategic Plan, including projects in progress.

Criteria for the evaluation and approval of Major IT Projects are specified in the VITA legislation to include:

- Degree to which the project is consistent with the Commonwealth's overall strategic plan (as evidenced by the Strategic Plan for Technology, Commonwealth Enterprise Architecture Business Strategies and the Department of Planning and Budget agency strategic planning information). For further information on agency strategic plans, and performance, see the Virginia Results Website;
- Technical feasibility of the project;
- Benefits to the Commonwealth of the project, including customer service improvements;
- Risks associated with the project;

- Continued funding requirements;
- Past performance by the agency on other projects.

Knowledge of evaluation criteria should assist agencies in the identification and selection of Major IT Projects for inclusion in the Agency IT Strategic Plan. Detailed information provided by each agency in subsequent project proposal submissions will be evaluated against these criteria.

Project Evaluation Criteria – Non-major IT Projects Evaluation Criteria

Agencies are asked to identify all planned Non-major IT Projects, including telecommunications projects, as part of the Agency IT Strategic Plan. Non-major IT Projects are those technology projects with an estimated total project cost of less than \$1 million and not deemed to be mission critical or designated as having statewide application by the CIO. Non-major IT Projects costing more than \$100,000 will require approval of the CIO. Agencies are therefore asked to identify within the Agency IT Strategic Plan, Non-major IT Projects requiring any expenditure of funds during the two year planning period with an estimated cost of \$100,000 or more. Detailed information provided in the subsequent Non-major IT Project proposal submissions will be evaluated against the same general criteria as Major IT Projects.

Procurement Evaluation Criteria

According to the new VITA legislation, all technology procurements after July 1, 2003 will be executed under procedures established by VITA. Agencies are asked to identify all planned procurements with an estimated cost of over \$50,000, including telecommunications procurements, as part of the Agency IT Strategic Plan. The plan submission Part I requests procurements supporting Major IT-Projects and Major IT Procurements not supporting projects, with an estimated cost equal to or greater than \$1 million. The plan submission Part II requests procurements supporting Non-major IT Projects and Non-major Procurements with an estimated cost of over \$50,000 but less than \$1 million.

All technology procurements with an estimated cost of over \$50,000 will be evaluated to determine if they are:

- Consistent with Commonwealth and Agency IT Strategic Plans
- Consistent with the Virginia Public Procurement Act
- Adhere to the Commonwealth Enterprise Architecture

Procurements supporting Major or Non-major IT Projects will be approved as part of the project approval process. Once a project proposal is approved, a separate procurement approval will not be required, unless the procurement was not part of the project proposal.

ITSP Staff Assistance

DTP staff members will serve as ITSP Liaisons to assist agencies with ITSP activities. For information, or to schedule assistance, call or email one of the following ITSP Liaisons:

ITSP Liaisons	Telephone	E-mail
Judy Marchand	804-786-4392	jmarchand@ntp.state.va.us
Mike Sandridge	804-371-2762	msandridge@ntp.state.va.us
Jo Jo Martin	804-786-0505	jmartin@ntp.state.va.us

Section II – Commonwealth IT Strategic Planning Guidance

Over the last year, the strategic direction for technology was outlined in the Commonwealth of Virginia Strategic Plan for Technology and the Council on Technology Services (COTS) Enterprise Architecture Standards. Compatibility with the Commonwealth of Virginia Strategic Plan for Technology and with Enterprise Architecture standards are criteria by which Agency IT Strategic Plans will be evaluated. These strategic directions should therefore serve as guidance as agencies undertake the planning effort.

Strategic Plan for Technology Guiding Principles

As part of the Commonwealth of Virginia Strategic Plan for Technology, the Secretary of Technology identified seven guiding principles to provide a sound framework for developing and implementing the strategic plan, including:

- Exponential change, not incremental change. To be effective in the fast-paced global economy and respond effectively to the findings of the Governor's Commission on Efficiency and Effectiveness, Virginia must take bold strides forward, not small, incremental steps.
- Technology is not an end unto itself. Technology supports the overall mission, or business, of government operations and is a tool to increase capacity and create efficiencies, with the ultimate goal of providing more effective and convenient services to customers. Technology is not a separate discipline—there are no “technology projects.” Technology is an enabler and a component of “business” initiatives.
- Technology is complex. Technology, particularly in the new global digital economy, is complex and evolves rapidly. In addition, information often has intangible value. As a corollary, technology is expensive, yet considerable cost-savings and cost-avoidance can be achieved through pooling resources and architecting standardized products and services.
- Performance measurement is at the crux of decision-making. Responsible decision-making relies on quantitative and qualitative data to determine the effectiveness of existing practices, set direction and goals, and measure success in a continuous loop. The strategic plan contains metrics and milestones to gauge progress and inform decision-makers.
- Technology relies on increasing cooperation across traditional borders. Today’s increasingly networked environment requires cooperation and partnership—across

agencies; among federal, state, and local governments; and between public and private sector organizations.

- Accountability drives results. Government is accountable to its customers, and is accountable for the responsible stewardship of tax dollars. Similarly, the Office of the Secretary of Technology and its agencies, boards, and commissions are accountable for the implementation of the strategic plan. Each major action item includes the name, title, and organization of the person(s) accountable for successful execution.
- Urgency. Virginia's fiscal crisis and the current state of technology demands urgent, strategic action. We must act now.

Commonwealth Technology Initiatives

The eight significant initiatives for the Commonwealth of Virginia as defined in the Strategic Plan for Technology are:

- Revolutionize service delivery to our customers through implementation of a customer-facing Internet portal and increase the quantity, quality, and adoption of online services, particularly in the area of online licensure and interactive forms.
- Consolidate IT infrastructure and provide centralized services as a technology utility. The plan also calls for developing a comprehensive, statewide information security program and for overhauling state administrative systems in the area of finance, planning and budgeting, and human resources.
- Plan, budget, and track IT expenditures by developing a capital planning and funding process for IT, developing a comprehensive technology management policy, and improving systems to track IT expenditures.
- Manage IT procurement by developing and implementing a best practice model for effective and timely IT procurements.
- Increase federal research and development funding to industry and Virginia's colleges and universities, including historically black colleges and universities (HBCUs).
- Increase commercialization of intellectual property from Virginia's labs, entrepreneurs, and institutions of higher education, and grow entrepreneurial companies.
- Increase statewide broadband deployment, especially in Virginia's rural areas, to enhance economic development.
- Promote technology-based economic development in Virginia by growing technology companies.

Commonwealth Enterprise Business Strategies

The Commonwealth Enterprise Architecture outlines Enterprise Business Strategies (EBS), also known as business drivers, which are those highest priority strategies that significantly influence programs across the enterprise. In essence, they "drive" the overall business of state government in the Commonwealth. The Commonwealth of Virginia Council on Technology Services (COTS) has identified the following enterprise business strategies as having the most significant impact on information technology (IT) change at the enterprise level.

Enterprise Business Strategies	
1.	Meet the Access Needs of Citizens
2.	Improve Efficiency and Effectiveness of Government Services
3.	Make Security Program Improvements
4.	Improve IT Services for Agencies/Workforce
5.	Support Virginia's Economic Development

Section III - Agency IT Strategic Plan Instructions and Format

General Plan Preparation Instructions

The 2003 Agency ITSP planning period is two years, for the 2004-2006 Budget Biennium. Agencies are required to submit an Agency IT Strategic Plan in three parts.

- In Part I of the plan, agencies provide basic agency profile data and agency strategic direction information including the agency IT vision and strategies to support agency core business activities, key activities and critical issues. Part I also requests information on planned Major IT Projects and any procurements over \$50,000 that support a Major IT Project; as well as, information on Major IT Procurements (over \$1 million) that are not in support of a Major IT Project.
- Part II collects information about planned Non-major IT Projects (\$100,000 - \$999,999) and all procurements over \$50,000 that support a Non-major IT Project; as well as information on Non-major IT Procurements (\$50,000 - \$999,999) that are not in support of a project. (Institutions of higher education with decentralized procurement authority are exempt from Part II of the ITSP.)
- In Part III of the plan, the agency identifies any updates to the current Agency Technology Portfolio that have occurred since the Due Diligence data collection effort of 2002. (All institutions of higher education are exempt from Part III of the ITSP.)

The Agency Technology Portfolio is a repository for agency information technology (IT) investments. In order to insure consistency of data, information for the identification of key customer categories is standardized and can be selected by agencies to describe key customer groups served by the agency. Core business activities are also pre-defined based upon Program Function Codes identified by the Department of Planning and Budget (DPB) for each agency. The identification of key customers should be consistent with the agency mission statement.

All of the IT Strategic Plan information should be submitted using the web-based Commonwealth Technology Portfolio (CTP) Website <http://www.ctp.state.va.us> . (Select "Information Technology Strategic Plan" on the Website navigation menu.) Login and access information to CTP will be sent to the Agency IT Resource. Agency IT Strategic Plans will be entered into the CTP with the following due dates:

- Part I – no later than May 21, 2003,
- Part II - no later than June 13, 2003. (Institutions of higher education with decentralized procurement authority are exempt from Part II of the ITSP.)
- Part III - no later than July 2, 2003. (All institutions of higher education are exempt from Part III of the ITSP.)

Once data submission is completed, each agency head must certify that all requested information regarding planned Major and Non-major IT Projects, procurements, assets, resources, and locations has been provided. (See Appendix B.) All Agency IT Strategic Plan information is considered **“Governor’s Confidential Working Papers”** until such time as the Governor’s budget is submitted to the General Assembly.

Part I Plan Preparation Instructions

Agency Profile

Basic profile information about each agency must be either reviewed, entered or updated to reflect current agency information. Agency profile information previously submitted to DPB or SCHEV has been pre-loaded.

- **Agency Mission** – Review the agency mission statement loaded for your agency. The agency mission statement reflects what is currently posted on the DPB Virginia Results Website for each agency and, for higher education institutions, the SCHEV Reports on Institutional Effectiveness Website. Edit the mission statement as needed. The mission statement should clearly and succinctly describe the agency’s primary purpose(s). The statement should be broad enough to provide agency-wide strategic direction; yet specific enough to communicate to those not familiar with the agency’s work or the reason for the agency’s existence. The Agency Mission should be consistent with the Agency Strategic Plan submitted to DPB.
- **Organization Size** - Enter the size of the agency in terms of number of employees, and the number of full-time equivalent IT employees, not including contractors, as of March 31, 2003.
- **Core Business Activities (CBA)** – Core business activities are agency cross-functional processes that produce the agency’s primary products and services, or support their production. CBA clearly communicate the business of the agency. Example: “IT Planning and Policy Development” is a Department of Technology Planning CBA. Review the agency core business activities associated with your agency. The CBA designated are based upon agency program codes as established by DPB. Key customers, key activities, outcomes, projects, and procurements, when entered, must be identified as supporting a Core Business Activity. If a CBA does not appear within your agency profile, a request can be made to the ITSP Liaison to add the CBA for your agency. (For a list of ITSP Liaisons, see Page 9.)

Review and update the following information, using repeat entries, for each agency Core Business Activity and key customer.

- **Key Customers** – Key customers are the primary intended beneficiaries of agency services, the group(s) of individuals whom the agency exists to serve. An example of a “key customer” would be a citizen of the Commonwealth desiring to legally operate a motor vehicle in the state of Virginia, who requires services from the Virginia

Department of Motor Vehicles to obtain a driver's license. Agency key activities, critical issues, projects, or procurements serve, support, or impact an agency's key customers. Key customer groups and needs designated should be consistent with the Agency Strategic Plan submitted to DPB.

- *Key Customer Categories* - Identify the Key Customer Categories served by each of the agency's Core Business Activities. Key Customer Categories have been pre-defined for the Commonwealth of Virginia and can be selected from a drop down menu.
- *Key Customer Groups* – Agency CBA may support an entire category of key customers (e.g. Business and Industry) or only a specific “Key Customer Group” within a category (e.g. Vendors doing business with the Commonwealth). If a specific Key Customer Group is served, add the key customer group(s) served as needed.
- *Key Customer Needs* - Describe the customer's needs for each specific customer group as needed, served by the agency's core business activity.

Agency IT Strategic Direction

- **Agency Key Activities and Associated Outcomes** – List each of the agency's key activities and the associated outcomes for each core business activity, as reflected in the Agency Strategic Plan. Key activities are the primary functions that your agency performs to carry out its mission, and should convey a sense of what the agency is trying to accomplish. Outcomes are the changes/benefits experienced by intended beneficiaries at least partially as a result of agency services provided to them. Changes/benefits typically relate to beneficiaries behavior, condition, knowledge attitude, skills, and values (e.g., change in reading ability, employment status). List as many activities and as many outcomes per activity as necessary to describe your agency's primary functions and intended results. The Key Activities and Associated Outcomes should be consistent with the Agency Strategic Plan submitted to DPB.
- **Agency Technology Vision Statement** – Describe how the Agency's strategic direction is interpreted into IT strategies the agency plans to use to achieve its key activities and critical issues. Summarize what the future agency IT environment will look like, assuming successful completion of short and long term IT strategies. Briefly describe how the resulting future IT environment will better enable your agency to more effectively and efficiently accomplish your mission and to deliver services to your customers (maximum of 1-2 pages).
- **Agency Critical Issues** – Provide a brief description of the most significant critical issues the agency will face during the current administration. Identify the most significant critical issues facing your agency. Critical issues are opportunities or challenges that may significantly impact an agency's ability to accomplish its mission. Additionally, when identifying their critical issues, agencies are to consider their key activities and how they

will operate with reduced resources into the foreseeable future. Critical issues should be categorized according to the following:

- Operational/administrative/organizational issues
- Statutory issues
- Regulatory issues
- Budgetary issues

Enter the following information, using repeat entries, for each agency Critical Issues.

- *Category of Issue* – Indicate the category of the issue.
 - *Issue Priority* – Assign a number to indicate the relative importance or priority of the issue within a category of short or long-term issues.
 - *Issue and Overall Impact* – Provide a brief description of the critical issue. How does the issue affect your agency’s ability to accomplish your mission, or to deliver services to customers?
- Agency IT Investment Management (ITIM) Approach – Describe, in four short paragraphs, the ITIM-based practices used in the agency’s IT strategic planning efforts, including:
 - *Clearly defined project selection criteria* – Describe the agency process that outlines how projects are introduced for funding, how projects are screened for relevancy to key activities and critical issues and for technical soundness. Identify initial requirements that projects must meet in order to be seriously considered for funding. Explain how screening of projects is conducted, and the roles and responsibilities for conducting the screening.
 - *Business case development* – Describe how business process performance, business problems, proposed alternative solutions, assumptions, constraints, and cost-benefit information analysis are identified and analyzed to provide information to organizational decision-makers.
 - *Risk assessment methodologies* – Describe the technique(s) used to identify and assess factors that may jeopardize the success of a project or achieving a business goal. Describe how preventive measures to reduce the probability of these factors from occurring are defined and how countermeasures to successfully deal with these constraints when they develop are identified.
 - *Prioritization process* – Describe how projects are prioritized for inclusion in the IT Strategic Plan including any rating or ranking factors used, and roles and responsibilities within the organization for project and procurement prioritization.

Agency Major IT Projects and Supporting IT Procurements

Initial data required in the Agency IT Strategic Plan for Major IT Projects and Supporting IT Procurements (i.e. projects costing more than \$1 million, or are mission critical, or have statewide application) is described below.

- Project Formal Title – Enter the name of the project.
- Proposed or Continuing Project – Check the appropriate box to indicate whether the project is proposed or is a continuing project that will require funding during the planning period (2004-2006 Budget Biennium). All Continuing Projects, regardless of funding source, should be identified if project expenditures are expected during the planning period.
- Project Priority – Assign a number to identify the relative importance or priority of the project among the Major IT Projects submitted in the agency ITSP.
- Project's Relevance to Commonwealth Initiatives – Select the Commonwealth Technology Initiatives (see pages 11-12) and/or the Enterprise Business Strategies (see page 12) the project supports.
- Short Project Description – Provide an initial, high-level statement describing the purpose, benefits, customer(s), general approach to development and characteristics of a product or service required by the organization.
- Core Business Activity – Select CBA(s) the delivered product or service will support once the project is completed.
- Key Activities or Critical Issue – Select the key activity(ies) and/or critical issue(s) the project supports.
- Project Total Estimated Cost – Estimate the total cost to provide the business driven, technology-based product, or service. The costs include the hardware, software, services, installation, management, maintenance, support, training, and internal staffing costs planned for the project. Internal staffing costs are the apportioned salaries and benefits of the project team members. For continuing projects, the project total estimated costs should specify the remaining cost to complete the project.
- Planned Project Start Date - The date when project planning activities are expected to begin. For Continuing Projects identify the actual project start date as specified in the Commonwealth Major IT Project Statue Report Dashboard (the “Dashboard”).
- Planned Project Completion Date - The date when the project is expected to be closed out.

Procurements Supporting the Project – List all planned procurements, equal to or greater than \$50,000, expected to be executed in support of the project. If a procurement supports more than

one project, identify the estimated procurement cost under one project, and list the procurement under the other project(s) with a zero cost.

Provide the following information, using repeat entries, to identify each procurement supporting a Major IT Project.

- Procurement Description – Provide a brief description of the goods or services to be procured.
- Procurement Total Estimated Cost – Provide the total estimated cost of the goods or services being purchased.
- Planned Procurement Delivery Date – Specify the date by which the purchased goods or services must be delivered.

Agencies seeking to initiate detailed planning and subsequent execution of Major IT Projects during the 2004-2006 Budget Biennium will also be required (as outlined in VITA legislation) to submit a project proposal “*outlining the business need for the project, the proposed technology solution, if known, and an explanation of how the project would support the agency's business objectives and the Commonwealth's information technology plan*”. VITA may require the submission of additional information if needed to adequately review any such proposal. Project proposals must be submitted via the Commonwealth Technology Portfolio Website www.ctp.state.va.us in the format prescribed on the Commonwealth Project Management (CPM) Website <http://www.dtp.state.va.us/CPM/index.shtml>. Project proposals for planned Major IT Projects are due to DTP by June 27. Agencies are encouraged to begin development of the planned Major IT Project proposals concurrently with development of the IT Strategic Plan. For continuing projects, additional information will be requested on an as needed basis.

Agency Major IT Procurements Not Supporting Projects

The following data is required for procurements with a total estimated cost of \$1 million or more, that are not associated with a project and that will need to be procured during the planning period (e.g. license renewals).

- Procurement Description - Provide a brief description of the goods or services to be procured.
- Core Business Activity – Select the CBA(s) the goods or services will support.
- Key Activities or Critical Issue – Select the key activity(ies) or critical issue(s) the procurement supports.
- Reason for the Procurement - State the reason this procurement is needed. (e.g. Renew Oracle Database License.)
- Estimated Procurement Cost - Provide the total estimated cost of the goods or services being purchased.

- Planned Procurement Delivery Date - Specify the date by which the purchased goods or services must be delivered.

Part II Plan Preparation Instructions

Institutions of higher education with decentralized procurement authority are exempt from Part II of the ITSP.

Agency Non-major IT Projects and Supporting IT Procurements

Initial data required in the Agency IT Strategic Plan for Non-major IT Projects and Supporting IT Procurements is described below. (Non-major projects with an estimated total project cost of \$100,000 but less than \$1 million, and not deemed to be mission critical or designated as having statewide application must be identified here.)

- Project Formal Title – Enter the name of the project.
- Proposed or Continuing Project – Check the appropriate box to indicate whether the project is proposed or is a continuing project that will require funding during the planning period. All Continuing Projects, regardless of funding source, should be identified if project expenditures are expected during the planning period.
- Project Priority – Assign a number to identify the relative importance or priority of the project among the Non-major IT Projects submitted in the agency ITSP.
- Project's Relevance to Commonwealth Initiatives – Select, from the drop down menu, the Commonwealth Technology Initiatives (see pages 11-12) and/or the Enterprise Business Strategies (see page 12) the project supports.
- Short Project Description – Provide an initial, high-level statement describing the purpose, benefits, customer(s), general approach to development and characteristics of a product or service required by the organization.
- Core Business Activity – Select the CBA(s) the delivered product or service will support once the project is completed.
- Key Activities or Critical Issue – Select the key activity(ies) or critical issue(s) this project supports.
- Project Total Estimated Cost – Estimate the total cost to provide the business driven, technology-based product, or service. The costs include the hardware, software, services, installation, management, maintenance, support, training, and internal staffing costs planned for the project. Internal staffing costs are the apportioned salaries and benefits of the project team members. For continuing projects, the project total estimated costs should specify the remaining cost to complete the project.

- Planned Project Start Date - The date when project planning activities are expected to begin. For Continuing Projects identify the actual project start date.
- Planned Project Completion Date - The date when the project is expected to be closed out.

Procurements Supporting the Project – List all planned procurements, equal to or greater than \$50,000, expected to be executed in support of the project. If the procurement supports more than one project, identify the estimated procurement cost under one project, and list the procurement under the other project(s) with a zero cost.

Provide the following information, using repeat entries, to identify each procurement supporting a Non-major IT Project.

- Procurement Description – Provide a brief description of the goods or services to be procured.
- Procurement Total Estimated Cost – Provide the total estimated cost of the goods or services being purchased.
- Planned Procurement Delivery Date – Specify the date by which the purchased goods or services must be delivered.

Agencies seeking to initiate detailed planning, and subsequent execution of Non-major IT Projects during the 2004-2006 Budget Biennium will also be required to submit a project proposal outlining the business need for the project, the proposed technology solution, if known, and an explanation of how the project would support the agency's key activities or critical issues and the Commonwealth's information technology plan. Project proposals should be submitted via the Commonwealth Technology Portfolio Website www.ctp.state.va.us in the format prescribed on the Commonwealth Project Management Website <http://www.dtp.state.va.us/cpm/index.shtml>. Project proposals for Non-major IT Projects will be due to DTP by August 1, 2003. For continuing projects, additional information will be requested on an as needed basis.

Agency Non-major IT Procurements Not Supporting Projects

Identify all procurements with expected cost of over \$50,000 but less than \$1 million planned to be executed during the planning period.

- Procurement Description - Provide a brief description of the goods or services to be procured.
- Core Business Activity – Select the CBA the goods or services will support.
- Key Activities or Critical Issue – Select the key activity(ies) or critical issue the procurement supports.
- Reason for the Procurement - State the reason this procurement is needed. (e.g. Renew Oracle Database License.)

- Estimated Procurement Cost - Provide the total estimated cost of the goods or services being purchased.
- Planned Procurement Delivery Date - Specify the date by which the purchased goods or services must be delivered.

Part III Plan Preparation Instructions

All institutions of higher education are exempt from Part III of the ITSP.

Agency Technology Portfolio Update

In the previous 2002-2004 Agency IT Strategic Planning process, agencies were asked to develop a technology portfolio of hardware, network, security, applications, and software infrastructure. The Agency Technology Portfolio is a repository for agency information technology (IT) investments. The Portfolio organizes agency inventory information from a business driven, application portfolio perspective. Information from the system will be used to:

- support both Commonwealth and agency IT strategic planning
- capture a current or “As Is” view of the Commonwealth IT architecture
- facilitate migration planning towards a conceptual or “To Be” Commonwealth IT architecture
- allow agencies to share information about their current portfolios
- better inform the overall Commonwealth IT management process.

As part of the 2003 Agency IT Strategic Planning process, agencies are required to maintain the Agency Technology Portfolio by entering all new assets or changes to existing assets that have occurred since the submission of Due Diligence data last year. DIT is in the process of converting the existing Due Diligence database to a new Web-based Commonwealth Technology Portfolio. Information previously entered into the Due Diligence database will be migrated into the new Commonwealth Technology Portfolio and will provide the basis for agency (asset) updates. The new system will be available in early June for agencies to update.

During the Due Diligence effort in 2002, each agency appointed full-time Due Diligence Agency Leads responsible for the data collection effort in their agency. While all data collection efforts will be coordinated through the Agency IT Resource, it may be helpful for the Agency IT Resource to appoint an Agency Portfolio Lead to assist in data collection efforts. It is recommended that the Agency IT Resource involve the previous Due Diligence Agency Lead to assist in the same capacity this year. If the Agency IT Resource prefers, a new contact may be named for this effort. The Agency IT Resource should e-mail any new Agency Portfolio Lead names and contact information to assetinventory@dit.state.va.us. Each agency head and Secretary will be asked to certify to the Secretary of Technology that the data collected and submitted is both accurate and complete.

Online instructions will be provided to the Agency Portfolio Leads assigned to update the Agency Technology Portfolio. Training for the Agency Portfolio Leads will be provided in early

June, prior to release of the revised application. The Agency IT Resource and Agency Portfolio Lead will be notified of available training schedule dates and locations.

Appendix A: Commonwealth Technology Management Policy Overview

The Commonwealth Technology Management (CTM) Policy was issued in September 2002 to establish a comprehensive and uniform policy for the management of technology investments in the Commonwealth of Virginia (COV). The CTM approach is based on the principles of IT Investment Management (ITIM) for selecting, controlling, and evaluating IT investments. The ITIM process begins with the selection process wherein projects being proposed for funding are screened, analyzed, and ranked based on project costs, benefits, and risks. Management makes investment decisions on which projects to propose for funding, and which mix of projects will best meet strategic business goals. Once projects have been selected, management controls the execution of projects through periodic reviews of project progress against established cost, schedule, and performance baselines. The last phase of ITIM, the evaluation phase, closes the loop on the ITIM process. By comparing actual results against planned measures of success, the business value achieved and actual return on the investment is determined. Lessons learned during the evaluation phase provide feedback for future selection and control processes.

CTM IT Strategic Planning Overview

IT Strategic Planning is a systematic method used by an organization to set broad direction and specific goals for managing information and supporting delivery of IT services to customers. The CTM IT Strategic Planning process is an ITIM-based IT Strategic Planning methodology that looks at IT resources and IT projects as long-term investments and forms the foundation for selecting, controlling, and evaluating technology investments as part of a business-driven technology portfolio.

IT Strategic Planning will be performed at various levels of government within the Commonwealth, including development of: a Commonwealth of Virginia Strategic Plan for Technology by the Secretary of Technology (CIO); designated Enterprise Technology Program Plans reflecting Secretariat and inter-agency initiatives; and individual Agency IT Strategic Plans.

Agency IT Strategic Planning Overview

Each Executive Branch agency within the Commonwealth will develop and maintain an Agency IT Strategic Plan. The Agency IT Strategic Plan will be used by agencies to align the IT organization and budget with Commonwealth technology initiatives and with agency organizational priorities, goals, and objectives. The agency IT strategic planning process should include both business and technology managers within the agency. Agency strategic planning articulates the agency mission and vision for the future. The agency strategic plan provides the basis for IT investment decisions so that the identification, selection, control, life cycle management, and evaluation of technology investments are based upon the anticipated business value of the investment. Technology investments should be prioritized and executed based on the benefit to be derived towards achieving agency strategic goals.

Agency business leaders must play an integral part in the initiation of any technology investment or project, defining the business need and the anticipated outcomes to be achieved from the investment or project. Involvement by the business leadership of the agency should continue throughout the life cycle of any technology project, continually validating that the project is on track to deliver the desired business value. A critical aspect of CTM is the early and continuous involvement of agency leadership in technology investment decision-making and in providing effective oversight after investment decisions are made.

As part of the Agency IT Strategic Planning process, each agency will develop, manage, and maintain an Agency Technology Portfolio. Agencies will use the Agency Technology Portfolio to support technology investment decisions including, the identification of all major technology procurements and projects to be incorporated in the Agency IT Strategic Plan. Agencies are required to utilize ITIM-based practices in their IT strategic planning efforts, including clearly defined selection criteria, business case development, risk assessment methodologies, and prioritization schema.

The Agency Strategic Plan, the Commonwealth of Virginia Strategic Plan for Technology, Enterprise Architecture standards, and Enterprise Technology Program Plans, will serve as the basis for the development of Agency IT Strategic Plans and corresponding IT budgets. The Agency IT budget will reflect the technology investments required to support agency business initiatives. Specific IT budget requests will be developed based on guidance issued by the Secretary of Technology and the Department of Planning and Budget. Agency IT Strategic Plans will be published bi-annually and will include planned IT investments for a minimum of two years.

Appendix B: Agency IT Strategic Plan Certification

This Appendix outlines the Agency ITSP certification process that each Agency Head and Secretary must complete.

Timeline

Submission of all planning information must be complete by July 2, 2003. The certification process may begin at any time and must be complete by July 11, 2003.

Reports

The following reports can be generated from the CTP Web-tools to review the data input into the Tool. These reports can be used throughout both the data submission and certification process to help agencies validate their information. The reports are located on the front page of the Web Tool.

- Agency ITSP Summary *
- Agency Asset Portfolio Summary *
- Server Detail Listing
- Servers by Location Detail Listing
- Personnel Detail Listing
- Personnel by Location Detail Listing
- External Services Listing
- Software Detail Listing
- Software by Location Detail Listing
- LAN Services Detail Listing
- LAN Services by Location Detail Listing
- Shared Devices Detail Listing
- Computer Rooms Detail Listing
- TELCO Equipment Detail Listing
- TELCO Equipment by Location Detail Listing
- TELCO Services Detail Listing
- TELCO Services by Location Detail Listing
- Locations Detail Listing

Certification Requirements

* These are the Summary Reports that the Agency Head and Secretary will review and certify. They are to be included as part of the Certification Package. Institutions of higher education will only certify the Agency ITSP Summary.

Each Agency Head and Secretary will be asked to certify, to the best of their knowledge, information, and belief, that the following activities have been performed related to their agency's participation in the Information Technology (IT) Strategic Planning process.

- All information requested as part of the IT Strategic Planning process has been submitted to the Department of Technology Planning. In the event that specifically requested information was not available, the ITSP Liaison was so notified.
- The Agency IT Resource and Agency Head have personally reviewed the Summary Reports of their submissions and deem it to be an accurate presentation of the information provided by the agency. The ITSP Liaisons Team will provide each Agency Head and Secretary this Summary.
- The provided Summary Reports of the agency's IT strategic plan submission and asset portfolio data represents an accurate assessment of the agency's planned IT projects, procurements and IT assets the agency needs to support its mission for the upcoming 2004-2006 Budget Biennium.

Process

- When to Begin. Agencies may begin the certification process at any time prior to July 11th if they have finished submitting their data. Once data submission is complete, they should notify the DTP ITSP Liaison that they are ready to begin the certification process for the plan.
- Data Lockdown. Once the certification process begins, the data submitted through the Web tool for that agency will be "locked down" and no further changes will be permitted to the IT Strategic Planning information. Agencies may wish to generate a full set of reports at this time to help verify the data. Agencies will be asked to update the asset information in the Agency Technology Portfolio on a periodic basis.
- Checklist. To help agencies prepare for the certification process, the DTP ITSP team will send each agency a checklist indicating the status of the ITSP data submitted. This checklist will be sent to agencies on or about July 1st. Agencies should verify this checklist against their own checklist to ensure accuracy. If any errors are discovered in the checklist, please contact the ITSP Liaison immediately to resolve.

Certification Package

Once the checklist has been verified, agencies may begin review and approval of their Certification Package. Once the Agency Head has certified this package, it should be sent to the Secretary for review and signature. The Certification Package contains two (2) documents. These documents are located on the CTP Website in the Information Technology Strategic Planning section:

- Cover Letter to be signed by the Agency Head and the Secretary. (Note: The ITSP Liaisons will provide this letter to each agency. Please do not change or modify the wording in the body of the letter).

- Summary Reports of the information submitted into CTP. Agency Heads and Secretaries will be asked to review and certify the Summary Report. If agencies wish to see the detailed information that supports these Summary Reports, the information may be reviewed via the Reports link available on the CTP website. However, these detailed Reports do not need to be submitted with the Certification Package.

Certification Letter

July 11, 2003

Information Technology Strategic Planning Certification

TO: George C. Newstrom
Secretary of Technology

FROM: (Agency Head)

THROUGH: (Secretary)

RE: Certification of Agency IT Strategic Planning Data

I, **(agency head)**, **(title)** certify that, as of this date and to the best of my knowledge, information, and belief, the following activities have been performed related to submission of the Agency IT Strategic Plan:

1. All requested information regarding planned IT Projects, procurements, assets, resources, and locations has been provided to the ITSP Liaisons by my agency. In the event that specifically requested information did not exist, the Liaisons were so notified.
2. I have personally reviewed the attached summary of my Agency IT Strategic Plan submissions and deem it to be an accurate presentation of agency plans for the 2004-2006 Budget Biennium.

Agency Head

Date

Accepted by:

Secretary

Date

Appendix C: Informational Links

Commonwealth of Virginia Strategic Plan for Technology

<http://www.techplan.state.va.us/>

Commonwealth Technology Policy

<http://www.dtp.state.va.us/pubs/policies/CTMPolicy-Final.pdf>

Commonwealth Technology Management Glossary

<http://www.dtp.state.va.us/pubs/standards/GlossaryStandard2002-02-Final.pdf>

Commonwealth Technology Portfolio (CTP)

<http://www.CTP.state.va.us>

Commonwealth Enterprise Architecture

<http://www.cots.state.va.us/EA/vision.htm>

Commonwealth Project Management

<http://www.dtp.state.va.us/CPM/index.shtml>

Department of Planning and Budget Virginia Results

<http://www.dpb.state.va.us/VAResults/VRHome.html>

Department of Technology Planning

<http://www.dtp.state.va.us>